Implementation Policy and Procedure (IPP)
Los Alamos National Laboratory

Student Mentoring Program
IPP 787.0
Issue Date 05/31/05   **Issuing Authority: Associate Directorate for Technical Services**
Issued by: Carolyn Mangeng, Associate Director (Acting)

Summary
This IPP establishes the responsibilities, authority, and accountability of the sponsoring organization, mentor, and student for work, safety, security, and compliance with DOE, UC, and LANL policies and procedures.

INTRODUCTION	
Authority and Applicability	This procedure is issued under the authority of the Director to direct Los Alamos National Laboratory work and to apply University of California (UC) policies. This IPP supports *IP 310.0, Work Execution*, which directs that all LANL work be conducted in accordance with Laboratory policies and procedures and will interface with the IP on training. The Science & Technology Base (STB) Program Office Director is the Responsible Manager for the Student Mentoring Program. The PS Division Leader is the Responsible Manager for this IPP.
	This policy/procedure applies to mentors, their students, and to those organizations that host or employ students.
	This policy applies to all students, regardless of their status-–High School (HS), Undergraduate (UGS), Graduate (GRA), minor students, students under affiliate guest agreements on-site for 10 days or more, post-baccalaureate degree students, and post-masters degree students awaiting admittance to graduate school.
	This document goes into effect on the issue date.
Purpose	By establishing this procedure, the Laboratory formalizes and standardizes the selection, training, and recognition of mentors and students. This document consolidates and standardizes the good mentoring practices already in place throughout many Laboratory organizations and clarifies or establishes responsibilities and requirements with respect to safety and security for students, mentors, management, and other supporting organizations.
	This policy presents the framework for an improved student/mentor experience. It formalizes the requirements for mentor qualification and for training students and addresses current identified vulnerabilities. In addition, the policy establishes the process for the Science & Technology Base – Education Program Office (STB-EPO) student program's team to monitor, assess performance of, and define the recognition requirements for students and mentors that will enhance the safety of both the student and mentor in the workplace.
POLICY	
	STB will provide the administration and management of the student mentoring program.
	Mentors planning to host a student intern must complete a LANL Student Work Plan.
	Program participants must meet the following requirements:
	• Mentors must complete training requirements and become authorized as mentors.
	• Students must complete their training requirements.
	• Mentors will train students on safe work practices.
	• STB-EPO, responsible line managers, and mentors must monitor and conduct

	programmatic and/or individual performance assessments.
PROCEDURE	
Overview	This Tier 2 Implementation Policy and Procedure (IPP) establishes the policy and procedures for the LANL Student Mentoring Program and outlines program requirements for STB, managers, mentors, division student liaisons, and students.
	Los Alamos National Laboratory values the work of students and views them as a source of high-quality future employees. Historically, student and mentoring programs have been an important component of the Laboratory working experience. It is essential that the Laboratory provide students with a safe, secure, and satisfying/rewarding experience. It is also essential that students be trained in and held to the same high safety, security, and performance standards as all other Laboratory and contract employees. Consistent high-quality mentoring is essential to the success of student programs at LANL.
	Students are often short-term employees, with needs that may be unique among Laboratory employees; they are, however, held accountable for the same safety and security requirements as other Laboratory workers. Recent incident investigations concluded that students and their mentors must have a formal policy and process that define expectations of mentors and their students and define the process for meeting student-specific safety and security requirements. Bureau of Labor statistics show that new employees are most vulnerable to occupational injuries and accidents and that the younger the worker, the higher the probability of an accident on the job. Because students are not prepared for the hazards and rules of the working environment here, the Laboratory must make an extra effort to familiarize students with safety and security procedures.
Responsibilities	
STB-EPO, (Manager of the Laboratory's Student Internship Program)	• Coordinates, oversees, and evaluates the student internship program. • Identifies and tracks the number of students and informs support organizations, such as PS-13 of the expected number of students. • Provides initial and on-line refresher training for returning mentors and works with each division to provide and document refresher training for mentors and students. • Coordinates the Annual Distinguished Mentor and Student Performance Awards. • Coordinates, facilitates, and documents the content and delivery of initial and refresher mentor training in EDS. • Develops and maintains program documents, materials, and resources (i.e., mentor database) to provide guidance to mentors, division student liaisons, and students. • Conducts annual student and mentor assessments for program improvements, lessons learned, and to report relevant data to management. • Incorporates lessons learned for students and mentors into the initial student and mentor training and into mentor refresher training.
Responsible Division Leader (RDL)	• Assigns a division student liaison to assist in the coordination of division student and mentoring activities. • Removes mentors from mentoring status for uncorrected substandard performance.
Responsible Line Manager (RLM) for Mentoring Organizations	• Supports student mentoring by approving the time necessary to provide quality mentoring—including time for the required mentor training, student training, and on-going student safety, security, and behavioral instruction. • Authorizes staff to work as mentors after verifying they have completed their mentor training before students perform any work. • Reviews and approves student work plans and training plans to ensure that they are consistent with Laboratory policy. — Ensures mentors create work plans for all new, returning, and off-site students in

accordance with STB guidance/policy.

— Requires that mentors revise or update work plans annually for returning and year-round students or as work assignments change.

- Monitors the mentoring process
  — Ensures the appropriate level of oversight by mentors or other authorized workers, as indicated by a student's work assignment.
  — Includes the monitoring of student workplaces in management walk-arounds.
  — Attends to any mentor/student problems.
  — Work with mentors and students to address substandard performance issues if they arise.

- Report to the RDL the uncorrected substandard performance of any student or mentor.

- Communicates with Division Student Liaison(s).

- Attends to any mentor or student problems.

Division Student Liaison
- Takes an active role in promoting effective mentoring and safe work practices for students, as defined by the division.

- Serves as a point of contact when a conflict between a student and mentor arises.

- Works with STB and Human Resources (HR) to establish a listing of students and mentors in their divisions.

- Assists the mentors within their division with the procedural requirements for mentoring a student.

- Serves as a point of contact and resource to assist students within the division.

- Keeps students and mentors informed of current Laboratory-wide activities and resources available to them.

- Stays informed of Laboratory-wide student program developments, requirements, regulations, and contacts.

Mentor
- Completes mentor training before providing mentorship.

- Prepares and keeps current a student's work plan before submitting the student's hiring package (applies to new, returning, and year-round students). The work plan must
  — reflect job responsibilities and expectations,
  — reflect location of assignment,
  — comply with local requirements if off-site,
  — identify the appropriate training requirements.

- Identifies the training required and works with the Designated Training Generalist (DTG) or RLM to develop each student's training plans.

- Ensures that a student is familiar with the safety, security, and compliance requirements of the work he or she will perform by identifying appropriate training for the student's workplace, surroundings, and assigned work.

- Conveys the significance of safety and security by reinforcing the safety and security requirements and being an Integrated Safety and Security Management (ISSM) role model.

- Documents that students are trained to the requirements of the work assigned.

- Ensures that the mentor or other authorized worker provides the appropriate level of student oversight, as indicated by the student work assignment.

- Incorporates students into the nested safety and security committee activities of the group where appropriate.

- Works with the student to address any substandard performance issues if they arise.

- Reports to the RLM any substandard student performance that has been formally

addressed with the student and remains uncorrected.

Student

- Performs work in accordance with the work instructions and safe work practices of IMP 300 "Integrated Work Management for Work Activities."
- Adheres to all safety, security, and compliance requirements for the assigned work and workplace.
- Performs only work he or she has been authorized to do and completes the required training plans.
- Stops work in situations described below (*Students Demonstrate Ability to Work Safely*).

Requirements

Mentor Training and Authorization

- Potential mentors must complete *all* training requirements before their authorization as mentors and before the arrival of their students:
  — All institutional training and facility- and job-specific training as assigned.
  — Initial mentor training. Mentor training is an orientation session that introduces the mentor to their roles and responsibilities as mentors, and provides them with the institutional tools and resources. Video versions of this training will be available for personnel that require the mentor training throughout the year.
  — Refresher mentor training annually.

Mentor Responsibility for Minor Students

- Mentors must indicate that the student is a minor in the student workplan.
- Mentors who utilize minor students must evaluate each minor's assigned activities and work areas using the Health and Safety Restrictions for Minors Checklist on behalf of the RLM and obtain the student signature.
- Mentors with questions about the meaning of the restrictions on the Checklist or how to apply them must contact relevant subject matter experts (SMEs) who will help conduct the evaluation and then sign the checklist (Indicate "n/a" in the SME signature blanks if none were used).
- Mentors who desire that the minor student conduct any activity listed on the Checklist must contact HSR Division for a special evaluation and potential variance to the restriction.
- Retain the document in your mentor records and provide a copy to STB-EPO for each minor student.

Minor Student Responsibility

- Minor student must review assigned activities and work areas using the Health and Safety Restrictions for Minors Checklist with the mentor, and sign the Checklist.
- Minors will continually ensure that they do not perform health and safety restricted activities as they do their work.

Student Training

- Students must attend and successfully complete all institutional-, facility-, and job-specific training appropriate for and prerequisite to their assigned work as indicated in their assigned training plans.
  — For on-site students, this training may include, but is not limited to, orientations for their specific work assignments, including specific training on safety, e.g., personal protective equipment, lockout/tag out, and unique work-specific controls.
  — Off-site students must complete required training and document compliance with the affiliated organization, college, or university.

Mentors Train Students on Safe Work Practices

- Mentors must ensure that their students are familiar with the safety, security, and compliance requirements for the work they will perform.

- Mentors must provide training specific to the security requirements, safety practices, and compliance requirements of the student's workplace, surroundings, and assigned work.
  — Take an active role in student safety and work performance requirements, on- and off-site, by reinforcing Laboratory work principles.

- Mentors incorporate students into the nested safety and security committee activities of the group as applicable.

Students Demonstrate the Ability to Work Safely

- Students must perform work in accordance with the work instructions and safe work practices of IMP 300-00-00 "Integrated Work Management for Work Activities." Students must adhere to all safety, security, and compliance requirements for their assigned work and workplace. No student will be authorized to do work for which he or she has not received required training.

- Students must
  — Follow applicable IWDs in addition to having been trained.
  — Stop work when they encounter unexpected or unsafe work conditions.
  — Stop work and seek guidance from mentors, co-workers, division student liaisons, or management for contradictions of safe work practices or of safety, security, or compliance rules of the work or workplace.

Monitoring and Performance Assessment for Mentors and Students

Accountability for student safety and security rests with the student, the student's mentor, and the responsible line manager authorizing the work.

- An **RLM** supervising a mentor/student must
  — Ensure that the mentor or other authorized worker provides the appropriate level of student oversight, as indicated by the student work assignment.
  — Use management walk-arounds and other management self-assessments to verify that the mentor and student are following safe work practices and meeting all security, safety, and compliance requirements.
  — Consider including a mentoring objective in mentors' individual performance objectives (IPOs).

- **Mentors** must
  — Monitor and verify that students complete the appropriate training/training plans before the conduct of work.
  — Monitor—through observing, meeting, and communicating with students regularly—the work of students to ensure they follow all safety, security, and compliance requirements.
  — Approve students to work alone on low-hazard work, once the student has completed the appropriate training.
  — Ensure students performing moderate-hazard work are supervised commensurate with the requirements of the IWD.
  — Ensure students performing high-hazard work are supervised by their mentor or a division-approved delegate while high-hazard operations are being performed.
  — Ensure that controls identified in IWDs are in place and followed by the student.
  — Positively reinforce good performance.
  — Identify and document the steps to correct substandard performance; engage other Laboratory workers to assist students in improving substandard performance; report to the RLM any uncorrected substandard student performance.
  — Complete an evaluation of the student performance before the student departs or annually in September for year-round students.

	• **STB-EPO** must
	   — Analyze results of the on-line student evaluations and mentors' feedback for lessons learned and report pertinent data to management.
	   — Use this data to make process improvements in the student internship program.
	
	• **Students** must
	   — Have the appropriate level of oversight the IWD indicates and must complete the training required for a given task before being permitted to work on that task in a laboratory or work setting.
	   — Complete an evaluation before departure.
	
	• **Division Student Liaisons** must
	   — Monitor students and mentors through regular communication to ensure that students and mentors are meeting all requirements and report any problems to management.

RESOURCES	
Mentor and Manager Resources	• **STB-EPO** maintains a student mentoring Web site for effective communication; the Web site provides program implementation tools, information and guidance, and a database tool for student evaluation. • **DTGs** assist management and mentors in creating, tracking, and verifying the completion of appropriate training in EDS. • **PS-13** provides and documents the training for qualifying student workers as defined in health, safety, radiological, and environmental regulatory and Laboratory requirements, and increases institutional training availability as necessary.
Students	• Appointed **Division Student Liaisons** add value to the student internship experience by linking students to needed resources within the division, the Laboratory, and the community. • The LANL **Virtual Training Center** provides students with online access to online training and course registration.
Documents and Records	**Office of Record:** STB-EPO is the LANL program office for student internship activities. PS-TIO is the program office for the student mentoring policy and procedure. **Web site:** STB-EPO maintains Student Programs Web site, http://int.lanl.gov/education/index.shtml, to provide information for students and mentor. **Documents and Records:** • Student Mentor Training Plan # • Student Training Plan # • Student Educational Work Plan **Records Management:** PS-TIO is the program office for the student mentoring procedure and will maintain this IPP. All other student mentor activities are located within STB-EPO, the Laboratory program office for student internship activities.
Acronyms	DTG Designated Training Generalist EDS Employee Development System HR Human Resources HSR Health, Safety, and Radiation Protection IPO Individual Performance Objective ISSM Integrated Safety and Security Management IWD Integrated Work Document

IWM	Integrated Work Management
PS	Performance Surety Division
RDL	Responsible Division Leader
RLM	Responsible Line Manager
SME	Subject Matter Expert
STB-EPO	Science and Technology Base-Education Program Office
TIO	Training Integration Office

Definitions

Division Student Liaison—A resource person for the division, mentor, and student.

Division Training Generalist—LANL workers who oversee the day-to-day training activities of their organizations and are a point of contact with the TIO.

LANL student—A worker from a university (high school senior to Ph.D. student) who participates in LANL Student Internship Programs to benefit from learning in the LANL science and work environment. This applies to all students regardless of their status, i.e. official student visitor (guest/affiliate), minor high school, undergraduate, graduate, and fellow.

LANL minor student—A high school senior between ages 16 to 18 who is in a Special Employment Program and is only assigned to non-hazardous activities or work areas as specified in the Health and Safety Restrictions for Minors Checklist.

Mentor—A LANL employee with experience, education, and knowledge who guides a student's professional development and the student's ability to work safely and securely in a laboratory, office, field, or production environment.

Mentor training—The STB-EPO or Division-sponsored initial classroom training and on-line refresher training.

Work plan—The document a mentor completes that defines expectations for working hours, the project or research assignment (work responsibilities and associated expectations, performance and learning objectives, and end-of-assignment deliverables), and the safety and security training requirements for the student.

History

Documents Rescinded: None

References

AM 102	Personnel / Employment Regulations / Employment Policies
AM 1116	Special Programs/Special Employment/High School Education Cooperative Program (HS CO-OP)
Latest Checklist Version	Health and Safety Restrictions for Minors Checklist
LANL LIR 300.00.00*	LANL Training: Essential Requirements
LANL IMP 300.00.00*	Integrated Work Management for Work Activities
LANL LIR 401-10-01*	Stop Work and Restart
LANL LIR 307-01-01*	Management Assessment Program
LANL LIR 307-01-03*	Management Safety Walk-Arounds
STB-EPO	LANL Student Toolkit*
STB-EPO	LANL Mentor Toolkit*
STB-EPO	Mentoring at the UC-Managed National Laboratories, Talking Points, Corey Coll, UCOP
STB-EPO	Comments from the Science Council on IPP 787.0 Student Mentoring Policy and Procedure
University of California	Contractor's Organization, clause I.064, paragraph b, (DEAR

Prime Contract	970.5203.3) Laws, Regulations, and DOE Directives, clause I.066, (DEAR 970.5204.2)
29 CFR 1910, 570.50 FF	Code of Federal Regulations concerning the Employment of Minors

* See latest version